

# FEDERAL ACQUISITION CERTIFICATION FOR PROGRAM/PROJECT MANAGERS

### FAC-P/PM AN OMB REQUIREMENT

# GUIDELINES FOR CERTIFYING SENIOR/EXPERT LEVEL NASA P/PM'S

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Prepared by
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Project & Engineering Leadership



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#### **OVERVIEW OF NASA'S COMMITMENT**

In a letter dated April 25, 2007, the White House OMB announced a new set of requirements for project management certification that applies to all civilian agencies. The Federal Acquisition Agency (FAI) was appointed as the oversight Agency. OMB's Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) outlines the baseline competencies, training, and experience required for Program and Project Managers (P/PMs) in the Federal government.

To meet these requirements, NASA must:

- Certify existing experienced P/PMs who manage major acquisitions with **lifecycle costs greater than** \$250 million (per NPR 7120.5 definition)
- Ensure that future P/PMs assigned to manage major acquisitions with lifecycle costs greater than \$250 million (per NPR 7120.5 definition) are certified
- Provide an agency-wide career development framework to support the development of individuals pursuing program/project management career paths
- Monitor and record continuous learning achievements of certified P/PMs
- Manage the program and maintain supporting documentation

#### **HOW P/PM CERTIFICATION WAS IMPLEMENTED AT NASA**

P/PM certification was implemented in three phases.

*Phase 1* introduced and established the NASA certification process for the Agency and its P/PM population. It included the following:

- Obtained NASA management support and compliance with NASA policy documents (OCE)
- Identified the list of NASA P/PMs who met the threshold described above
- Established Center Panels who implemented the P/PM certification at their locations (Centers)
- Developed tools and resources (APPEL)
- Modified existing systems (SATERN)

Phase 2 focused on the certification of the existing veteran P/PMs who were currently managing projects with life cycle costs of more than \$250 million (including high visibility projects <\$250M and large sub-system or element managers).

*Phase 3* provided resources and supported the participation in training and development activities for NASA practitioners interested in pursuing the P/PM track. NASA is still in the process of assessing its approach for others in the NASA PM Development framework.

#### Agency Roles and Responsibilities

- *NASA Centers* have the responsibility to establish Center Review Panels who will inventory and validate the capabilities of their P/PMs in accordance with the certification requirements.
- The NASA Office of the Chief Engineer (OCE) has the ultimate responsibility to endorse certification of NASA employees based on Center validated career experience and Center reviews and recommendations.

- NASA Mission Directorates maintain an awareness of certified project managers within their directorates.
- NASA APPEL provides the structured approach to P/PM development through lifelong learning at the
  individual, team, and community level including on the job work experiences, attendance at core and
  in-depth courses, and participation in knowledge sharing activities. They also develop the tools and
  resources for Center implementation.
- The NASA Acquisition Career Manager (who was appointed by the NASA Chief Acquisition Officer) is responsible for oversight of the agency program including approval of certifications.
- *P/PM* practitioners must take the lead in participating in the experiences and training necessary to acquire the competency proficiencies to better perform their job responsibilities and for certification.

#### **Center Roles and Responsibilities**

- Center FAC P/PM Point of Contact
- Center FAC P/PM SATERN Administrative Lead administration of FAC P/PM SATERN course additions and liason with the center POC for any additions/corrections such to facilitate the proper accounting of CLP's within the program

#### THE IMPLEMENTATION PROCESS FOR CENTERS

#### Laying the Groundwork

The designated Point of Contact at each Center will facilitate the establishment of the review panel. The use of an existing mechanism within the Center can serve as an alternative to the creation of a new Panel. The Panel will have the responsibility to inventory and validate the capabilities of designed P/PMs (existing or future P/PMs managing major acquisitions) at the FAC-P/PM Senior/Expert certification level. It is suggested that the panels **at a minimum** consist of representatives from the following offices:

- Program and Project Management
- Engineering
- Safety and Mission Assurance
- Office of Human Capital Management or APPEL Training Point of Contact

These recommendations are provided to ensure some measure of consistency and fairness in the process among all the Centers. However, each Center should establish the administrative processes that best suits their needs.

General roles and responsibilities of the Center Review Panel are to:

- Validate and approve satisfaction of certification requirements and attainment of established criteria by the Center P/PM candidates.
- Forward names of recommended candidates to Center Directors for signature and then to the Agency Chief Engineer for final endorsement.
- Ensure candidate records are accumulated and maintained to satisfy OMB tracking requirements.

- Monitor and track workforce members as necessary to ensure training, developmental activities and experiences are being made available. (SATERN will be used as a resource for tracking development.)
- Monitor and track continuous learning activities of certified P/PMs.

#### Certifying Existing P/PMs

OMB requires mandatory certification at the Senior/Expert Level for NASA P/PMs who are currently managing major acquisitions with life cycle costs of more than \$250 million (as defined in NPR 7120.5D). It is also required that future P/PMs assigned to projects designated as major acquisitions be certified. (P/PMs assigned to these projects in the future will have one year to be certified if they do not possess a NASA awarded FAC-P/PM certification at the time they assume the role.)

The first task is for the Center Point of Contact to verify the list of existing P/PMs provided by OCE and to designate any additional candidates the Center deems eligible for certification at the Senior/Expert level. An initial letter should be sent to each identified existing P/PM and his/her manager to announce the certification and requirements (See **Appendix 1** for Sample Letter).

#### What the Center Review Panel Needs to Look For

Each P/PM will be asked to create a personal development portfolio (PDP) which documents the individual's experience and development accomplishments. The PDP should provide as much information as needed to assess the P/PM's capabilities relative to OMB's certification requirements. The PDP must contain a current resume, a completed NASA P/PM Competency Assessment, a supervisory endorsement, a SATERN training record if applicable, and any other supporting documentation the P/PM deems necessary.

#### The Resume

The resume is a key component which should reflect the P/PMs job history documenting responsibilities in leading projects and/or programs. To meet OMB requirements for FAC-P/PM Senior/Level certification, the P/PM must have completed at least four years of program and project management experience on projects and/or programs. This includes responsibilities such as managing and evaluating agency acquisition investment performance, developing and managing a program/project budget, building and presenting a successful business case, reporting program/project results, strategic planning, and high-level communication with internal and external stakeholders.

The resume should be comprehensive enough that the Review Panel members and any other reviewers are able to assess the P/PM's length and types of experiences.

#### The Competency Assessment

The FAC-P/PM requires essential competencies and levels of proficiency for certification. The FAC competency areas are encompassed within the existing NASA PM Competency Model which consists of 31 competencies including 12 common FAC competencies. **Attachment 2** provides a list of the competencies and their definitions with the common competencies shown in *blue italics*. To meet certification requirements, practitioners are assessed on the combined model. The actual tool, which is a Microsoft Word form document, has been provided in a separate attachment. For each competency, the

P/PM is asked to select the highest degree to which he or she is able to demonstrate a level of proficiency using the scale below.

#### **Level of Proficiency**

- 1 = Can define, identify, or describe its use
- 2 = Can apply it in a range of situations
- 3 = Can use it in complex situations and manage others in performing it
- 4 = Can use it to lead, evaluate, or direct agency efforts

For Senior/Expert certification, the P/PM must be able to demonstrate Level 4 proficiency for the 12 common competencies. He or she must be able to demonstrate Level 3 proficiency for at least 80% of the remaining 19 NASA competencies.

The P/PM is also asked to identify the manner in which the capability to perform at the specified proficiency level was achieved. Examples include courses, on the job training, knowledge sharing activity, rotational assignments, government or professional organization certification, or other individual assignments. There should be some traceability, either on the resume, the training record, or other materials which support the development experience noted on the competency assessment. For example, if a P/PM identifies a rotational assignment as a development activity, some information about the rotational assignment (i.e. when, what office, etc.) should be referenced on the individual's resume.

Additionally, OMB requires that through acquiring the underlying competencies senior/expert level P/PMs should possess the capabilities below. The Review Panels should use these as additional guidelines for assessing the P/PMs.

- Knowledge and skills to manage and evaluate moderate to high-risk programs or projects that require significant acquisition investment and agency knowledge and experience
- Ability to manage and evaluate a program/project and create an environment for program/project success
- Ability to manage and evaluate the requirements development process, overseeing junior level team members in creation, development, and implementation
- Expert ability to use, manage, and evaluate management processes, including performance-based management techniques
- Expert ability to manage and evaluate the use of earned value management as it relates to acquisition investments

#### The Supervisory Endorsement

The portfolio should also include a signed endorsement (**Appendix 3**) from the supervisor. This endorsement indicates the supervisor's concurrence that the individual's experience, competency proficiency level, and capabilities meet OMB's requirements for Senior/Expert certification.

In the case of new supervisors who may not be aware of the candidate's capabilities, the Center Review Panel can use their own discretion in allowing the P/PM to identify other individuals who can provide validation.

#### Portfolio Validation and HQ Endorsement

**Appendix 4** is a template that can be used to recommend a Center certified P/PM to the Center Director for signature and then to the Agency Chief Engineer for final endorsement. The Chief Engineer signs and sends a letter (**Appendix 5**) documenting his endorsement to the Acquisition Career Manager who forwards copies to the P/PM, a Center Panel Representative, the appropriate Mission Directorate, the Records Management POC, and the logistics support contractor. The contractor updates the P/PM's SATERN record to reflect certification level, date, etc.

What Happens if the P/PM Does Not Meet the P/PM Certification Requirements?

In the event a P/PM does not satisfy the requirements for the Senior/Expert level certification, the Center Review Panel, along with the P/PM and the supervisor, will identify development activities and a timeframe to complete the activities. The P/PM will complete the agreed activities, update his or her portfolio, and resubmit it to the Panel for review. This process can be repeated if necessary. The maximum timeframe the P/PM has to satisfy the requirements is one year.

#### **Maintaining Certification**

To maintain the FAC-P/PM, certified professionals are required to earn 80 continuous learning points (CLPs) of skills currency every two years.

Below are examples of the some of the continuous learning activities P/PMs can earn CLPs for:

- Designated NASA activities (e.g. serving on boards, etc.)
- APPEL and Center courses (serving as an instructor or a student)
- Other formal education
- Publications, technical papers
- Job rotations
- Attendance at the PM Challenge, the Master's Forum, or the PI Forum
- Membership on a Center or Agency team to define policy or improve processes
- Participation in critical NASA activity board (i.e. PPMB)
- Participation in critical NASA Review member for a NASA or other technical Agency review
- Serving on a Standing Review Board (SRB), Failure Review Board, or other special-purpose team or committee
- Mentoring and coaching

To make tracking easier and more efficient, a comprehensive list of continuous learning activities will be posted on SATERN to allow individuals to record their continuous learning points.

What Happens if the P/PM Does Not Meet the Continuous Learning Requirements?

If a P/PM does not meet the continuous learning requirements within the two-year time period, the certification will become conditional. The individual's supervisor and a representative from the Center Panel will meet with the P/PM and discuss how to satisfy the requirements.

#### Meeting Tracking and Reporting Requirements

Centers are responsible for maintaining all documentation for every reviewed and certified P/PM. The Center Review Panel must designate a POC for records management to maintain copies of personal development portfolios, the recommendation letter, and any documentation or rationale for P/PMs requiring further development.

# APPENDIX 1 – SAMPLE LETTER NOTIFYING EXISTING P/PM'S OF CERTIFICATION REQUIREMENTS

TO:

FROM: Center Review Panel

SUBJECT: OMB Required Federal Acquisition Certification for Program/Project Managers

In a letter dated April 25, 2007, the White House OMB announced a new set of mandatory requirements for program/project manager certification that applies to all civilian agencies. The Federal Acquisition Certification for Program/Project Managers (FAC-P/PM) outlines the baseline competencies, training, and experience required for program and project managers in the federal government.

In response to this OMB policy, NASA is required to certify existing P/PMs who are currently managing projects with lifecycle costs greater than \$250 million per NPR 7120.5D. NASA has reviewed the program/project personnel and because of your level of project leadership, you have been designated for FAC P/PM certification at the Senior/Expert level.

A Center Review Panel has been established to coordinate the certification process and validate qualifications. We envision that it will be a smooth and user-friendly process. A member of the panel will be contacting you in the near future to provide detailed guidelines on the process and requirements.

We look forward to working with you to complete the certification process.

Cc: P/PM Supervisor

**Enclosure: OMB Letter** 



## EXECUTIVE OFFICE OF THE PRESIDENT OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

April 25, 2007

#### **MEMORANDUM FOR CHIEF ACQUISITION OFFICERS**

FROM: Paul A. Denett Administrator

SUBJECT: The Federal Acquisition Certification for Program and Project Managers

Well-trained and experienced program and project managers are critical to the acquisition process and the successful accomplishment of mission goals. A strong partnership between program and project managers and contracting professionals requires a common understanding of how to meet the government's needs through acquisitions that deliver quality goods and services in an effective and efficient manner. This memorandum establishes a structured development program for program and project managers that will improve this partnership and our collective stewardship of taxpayer dollars.

The Federal Acquisition Institute (FAI) led an interagency working group to develop common, essential competencies for the program and project management community. The attached Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) reflects these recommendations and applies to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act. The certification shall be accepted by, at minimum, all civilian agencies as evidence that an employee meets the core training and experience requirements.

The certification is required for program and project managers that are assigned to major acquisitions as defined in Office of Management and Budget (OMB) Circular A-11, Part 7, exhibit 300, *Planning, Budgeting, Acquisition, and Management of Capital Assets.* The attached provides more details on transition time, waivers, and the responsibilities of the Chief Acquisition Officer in implementing the policy. Program and project managers assigned to information technology (IT) investments must also meet the technical requirements of the Federal IT Project Manager Guidance Matrix.

The program will be administered by each civilian agency, and FAI will conduct periodic reviews to ensure that the FAC-P/PM program is being managed consistently. Additionally, FAI is mapping the program and project management competencies, which are included in the attachment, to learning objectives that will be used to assess current training or develop new training to meet these requirements. Private vendors, the Defense Acquisition University, and

other government agencies offer a variety of online and classroom courses that address many of these competencies. FAI plans to offer additional training in the first quarter of FY 2008.

A well-trained acquisition workforce is necessary to ensure that agencies accomplish their mission goals effectively and responsibly. Skilled program and project managers are critical in developing accurate government requirements, defining measurable performance standards, and managing contractor activities to ensure that intended outcomes are achieved.

If you have questions regarding the implementation of the program, please call Lesley Field on the OFPP staff at (202) 395-7579, or Karen Pica, Director of the Federal Acquisition Institute, at (703) 805-2333.

#### Attachment

cc: Chief Information Officers Chief Human Capital Officers Senior Procurement Executives

#### **APPENDIX 2 - NASA P/PM COMPETENCIES AND COMMON COMPETENCIES**

#### (NASA/FAI COMMON COMPETENCIES IN BLUE, ITALICS)

- **PM 1.1 PROJECT PROPOSAL:** Conceptualizing, analyzing, and defining program/project plans and requirements and using technical expertise to write, manage, and submit winning proposals. Also involves developing functional, physical, and operational architectures including life cycle costing.
- **PM 1.2** REQUIREMENTS DEVELOPMENT: Developing project requirements using functional analysis, decomposition, and allocation; finalizing requirements into the baseline; and managing requirements so that changes are minimal. Defining, developing, verifying, reviewing and managing changes to program/project requirements.
- **PM 1.3** Acquisition Management: Developing, implementing, and monitoring acquisition strategies, procurement processes, contract activities, and approval requirements to support flight hardware/software or other project requirements.
- **PM 1.4 PROJECT PLANNING:** Developing effective project management plans and technical integration of project elements for small, moderate, and complex projects including scope definition, schedule and resource estimation and allocation for all project phase activities from concept to launch and tracking.
- **PM 1.5** Cost-Estimating: Developing credible cost estimates to support a variety of systems engineering trade studies, affordability analyses, strategic planning, capital investment decision-making, and budget preparation during project planning. Also, providing information for independent assessments as required.
- **PM 1.6** RISK MANAGEMENT: Identifying and analyzing risk and its impact; developing and implementing strategies for risk mitigation; tracking risk, and implementing continuous risk management plans. Also involves communicating risk information to all project/ program levels
- **PM 2.1** BUDGET AND FULL COST MANAGEMENT: Executing NASA and Center budgeting processes for annual (PPBE) and life cycle budget projections ensuring consistency between resource availability and project resource needs, including staffing, facilities, equipment, and budget.
- **PM 2.2 Capital Management:** Allocating, tracking, and managing funding and other capital resources within a project element, project or program.
- **PM 3.1** Systems Engineering: Integrating technical processes to define, develop, produce, and operate the project's systems in the most technically robust and cost-effective way possible. (See Systems Engineering Competency Model for specific competencies.)
- **PM 3.2 DESIGN AND DEVELOPMENT:** Developing subsystems to meet implementation requirements and producing, integrating, verifying, and testing the sub-system/ system to achieve product quality requirements and optimal technical performance.
- **PM 3.3 CONTRACT MANAGEMENT**: Performing acquisition management and monitoring contractor activities to ensure hardware/software components are delivered on time, at projected costs, and meet all performance requirements. Also involves performing variance reporting and change control functions.
- **PM 4.1 STAKEHOLDER MANAGEMENT:** *Identifying, soliciting, and executing of planning interrelationships with those individuals and organizations that are actively involved in the project, exert influence over the project and its results, or whose interests may be positively or negatively affected as a result of project execution or project completion.*
- **PM 4.2 TECHNOLOGY TRANSFER AND COMMUNICATION:** Evaluating the feasibility, development, progression, readiness, cost, risk, and benefits of new technologies so they can be developed and transferred efficiently and effectively to project stakeholders or for possible commercialization.
- **PM 5.1** TRACKING/TRENDING OF PROJECT PERFORMANCE: Monitoring and evaluating performance metrics, project risks, and earned value data to analyze, assess and report program/project status and technical performance.
- **PM 5.2** PROJECT CONTROL: Performing technical and programmatic activities to control cost, schedule, and technical content and configuration to assure the project's performance is within approved baseline and to address performance variances.
- **PM 5.3** PROJECT REVIEW AND EVALUATION: Planning, conducting and managing internal and external project programmatic and technical reviews that include using metrics to monitor and track the status of the project.

- **C 1.1 AGENCY STRUCTURE, MISSION AND INTERNAL GOALS:** Understanding and successfully adapting work approach and style to NASA's functional, social, cultural, and political structure and interrelationships to achieve Agency, Mission, Directorate, Center, program and project goals. Includes aligning activities with Agency vision, mission, objectives, goals and plans.
- **C 1.2 NASA PM/SE PROCEDURE & GUIDELINES:** Structuring activities to comply with relevant Agency and Center processes and guidelines, including NPR7120.5 and NPR7123.1.
- **C 1.3 EXTERNAL RELATIONSHIPS:** Maintaining cognizance of the policies and procedures of other organizations by participating in professional societies/ organizations, contributing to professional development activities, researching best practices from external sources such as industry standards, procedures, and regulations and Universities, and developing international partnerships and agreements, where applicable, complying with ITAR and as well as international agreements and standards.
- **C 2.1 STAFFING AND PERFORMANCE:** All elements of personnel management including, identifying, recruiting, selecting, managing, and evaluating the team members to achieve a coherent, efficient, and effective team. Includes vigorous open communications, decision-making processes, and working relationships.
- **C 2.2 TEAM DYNAMICS AND MANAGEMENT:** Managing the team aspects of the workforce. This requires: working cooperatively with diverse team members; designing, facilitating, and managing team processes; developing and implementing strategies to promote team morale and productivity; motivating and rewarding team members' performance; managing relationships among team members, customers, stakeholders and partners; and facilitating brainstorming sessions, conflict resolution, negotiation and problem solving, communication, collaboration, integration and team meetings.
- **C 3.1 SECURITY:** Assuring that all proprietary, classified and privileged information is protected from unauthorized use and dissemination. Also requires identification of information technology (IT) security requirements and developing and implementing an effective IT security plan.
- **C 3.2 WORKPLACE SAFETY:** Ensuring that workplace safety is an integral part of developing products by applying systems safety analysis techniques throughout the project life cycle and integrating critical hazard elimination/mitigation measures into risk management and safety plans.
- **C 3.3 SAFETY AND MISSION ASSURANCE:** Activities associated with assuring the safety of personnel and property and success of the project. These activities include: Environmental Impact Statements; hazards analyses, elimination, and mitigation; mishap investigations; failure review boards; the flight safety review process; and safety, mission assurance, and risk management plans.
- **C 4.1 MENTORING AND COACHING:** Activities designed to help less-experienced members of the team to advance their knowledge and careers by: acting as a advisor, sponsor, or confidant who shares knowledge about NASA's functional, social, cultural, and political aspects or provides counseling to cultivate skills in order to enhance individual, team and organizational performance and growth.
- **C 4.2** Communication: Implementing effective strategies for clear and constructive communication both internally within the team and externally to stakeholders, other experts, contractors and others. Also involves communicating decisions in a timely manner.
- **C 4.3 LEADERSHIP:** Influencing, inspiring, and motivating individuals and teams to accomplish goals; creating conditions for individuals and teams to be effective; and recognizing and rewarding individual and team achievements.
- **C 4.4 ETHICS:** Demonstrating integrity, ethical conduct, and acceptable behavior in all project activities in line with federal government principles.
- **C 5.1 KNOWLEDGE CAPTURE AND TRANSFER:** Capturing and transferring knowledge in an organized fashion to improve performance and reduce risk associated with future programs and projects.
- **C 5.2 KNOWLEDGE SHARING:** Sharing organizational practices and approaches related to generating, capturing, disseminating know-how and other content relevant to NASA's business and processes.

#### APPENDIX 3 – SAMPLE SUPERVISORY ENDORSEMENT FORM LETTER

то	) WHOM IT MAY CONCERN:		
	nis document serves as a supervisory FAC-P/ ASA Program/Project Manager for Senior/Ex	PM Certification endorsement for the below named spert Certification.	
NA	AME OF CANDIDATE:		
He	e or she:		
	her demonstrated experience in the succe completed NASA PM Competency Assessr	adership competency capability as evidenced by his or essful leadership of program or projects and the ment and ram and/or project management experience on	
	I <b>am</b> satisfied that the above candidate meets all of the requirements for certification as a FAC-P/PM Senior/Expert.		
	I <b>am not</b> satisfied that the above name candidate meets all of the requirements for certification as a FAC-P/PM Senior/Expert.		
Pri	inted Name of Supervisor or Manager	Signature of Supervisor or Manager	
		Date	

Certification Guidelines: 1 November 2012

#### APPENDIX 4 – SAMPLE LETTER REQUESTING ENDORSEMENT AND APPROVAL

TO: NASA Chief Engineer FROM: Center Review Panel SUBJECT: FAC-P/PM Federal Acquisition Certification for Program and Project Managers P/PM Name: John Doe/Mary Doe The Center Review Panel has reviewed and validated the certification requirements for the above named project manager and request your endorsement for FAC-P/PM certification at the Senior/Expert Level. A review of the candidate's Personal Development Portfolio indicates that he or she has met all of the conditions below for the FAC-P/PM Senior/Expert Certification. He or she: Demonstrates the designated technical and leadership senior level competency proficiency Meets the FAC experience requirements at the FAC-P/PM senior level Demonstrates competence in performing program/project responsibilities at the Senior/Expert level The Project Manager's portfolio is available for review at your request should you need to see additional information. It is requested that this certification be approved and forwarded to OMB for documentation. **Center Panel Representative** Sign below for concurrence, endorsement, and approval: Center Director Date NASA Chief Engineer Date

Cc: Appropriate Mission Directorate Center Records Management POC Program/Project Manager

Date

Cheryl Robertson

#### APPENDIX 5 – SAMPLE LETTER FROM CHIEF ENGINEER TO CERTIFIED P/PM

TO:

FROM:	NASA Chief Engineer			
SUBJECT:	Federal Acquisition Certification for Prog	ram/Project Managers (FAC-P/PM)		
Congratulations on meeting the FAC-P/PM certification requirements established by the Office of Management and Budget (OMB). Your experience and training have been evaluated and validated by your Center and endorsed by the NASA Office of the Chief Engineer. You are now certified throughout the Federal government as a Senior/Expert Project Manager.				
A copy of this certification has been provided to the NASA Acquisition Career Manager, updated in your SATERN learning file, and sent to OMB. This certification is transferrable and is accepted by all Federal civilian agencies as evidence that an employee meets the core training and experience requirements.				
FAC-P/PM certified program and project managers are required by OMB to earn 80 continuous learning points (CLPs) of skill currency training every two years in order to maintain their certification. These CLP's will begin to accumulate from the date of this certification and you are responsible for maintaining your continuous learning records. The Center Review Panel and the NASA OCE will monitor your continuous learning accomplishments to ensure your certification remains active.				
NASA Chief Engineer				
	Career Manager e Mission Directorate			
Approval:				
Acquisition Car Office of the Ch	eer Manager nief Procurement Officer	Date		
CC: Logistics Su	upport Contractor			

#### APPENDIX 6 – FAC-P/PM CERTIFICATION PROCESS FLOW CHART

#### FAC-P/PM Certification Process Flow Chart

